

EMPLOYEE SUPERVISION

Policy:

It is the policy of the Adjutant General's Department that the work of all employees will be assigned, directed, and reviewed by supervisory personnel. Employees ordinarily will have only one supervisor to whom they report.

Comment:

- (1) A primary role of each supervisor is to provide a link between management and non-management employees. Accordingly, supervisors are expected to communicate the goals and policies of management to the employees they supervise. They also are expected to communicate to management the attitudes, suggestions, and complaints of their employees.
- (2) In addition to mastering the technical skills needed in their work unit, supervisors should be able to lead and motivate their employees to do their best work. Thus, supervisors should attempt to:
 - (a) Treat employees as individuals;
 - (b) Give recognition for good performance and provide guidance when improvement is needed;
 - (c) Explain in advance when and why changes are necessary;
 - (d) Recommend employees with growth potential for promotion, even if it means losing them to other work units;
 - (e) Explain the reasons for decisions to employees;
 - (f) Set work goals and standards for employees;
 - (g) Create a feeling of teamwork among employees; and
 - (h) Set good examples by holding themselves to the standards of conduct and performance that they demand of their employees.
- (3) Supervisors are responsible for ensuring that management's goals for employee conduct and performance are achieved and that the all policies are implemented. Therefore, supervisors' duties include:
 - (a) Overseeing special job training;
 - (b) Keeping employees informed about their work assignments, work progress, and opportunities for advancement;
 - (c) Evaluating the performance of introductory employees, regular employees, and employees who are being considered for termination;
 - (d) Recommending appropriate salary adjustments (if applicable), promotions, transfers, and termination of employees;
 - (e) Scheduling vacations and lunch and rest breaks;
 - (g) Controlling absenteeism and tardiness and approving requests for time off;
 - (h) Verifying employee time and scheduling overtime (comp time) when necessary;
 - (i) Recommending job elimination when appropriate;
 - (j) Complying with applicable federal and state laws and regulations, including those concerning nondiscrimination, sexual harassment, and employee;
 - (k) Maintaining neat and orderly work areas;

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- (l) Implementing disciplinary, and problem review; and
 - (m) Ensuring that all rules and regulations are observed by.
- (4) The activities described in this policy are only guidelines and should not be considered as creating a contract or promise, express or implied, to employees that supervisors will in each case perform any or all of the activities or that those activities will be performed the same way in each case.